

A Warrior's Focus
a presentation to the
**Program Executive
Officer**
**System Commanders
Conference**

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MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
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DIRECTOR, OPERATIONAL TEST AND EVALUATION
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DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DEPARTMENT OF DEFENSE
FIELD ACTIVITIES

SUBJECT: Legislative Priorities for Fiscal Year 2004

Every week it seems, a senior official in this Department tells me we are constrained in our ability to do something by an obsolete legal provision. Similarly, I often hear of initiatives we would like to take, but for which we need additional statutory authority.

As you develop proposals for the Fiscal Year 2004 DoD Legislative Program, you should adopt the perspective that now is the time to change the way we operate. If you need specific legal authority to accomplish an important goal, or if you need relief from an unnecessary legal restriction, please ask for it.

When developing your proposals, you should focus on the priorities concerning the next six to twelve months we have developed in recent discussions. To assist you, I am enclosing the most current version of the top ten priorities, which reflect those discussions. The General Counsel provides additional guidance in his August 22, 2002 "Call for Proposals."

The war on terrorism does not supplant the need to transform DoD; instead, we must accelerate our organizational, operational, business, and process reforms.

If you need
help, ask
now!

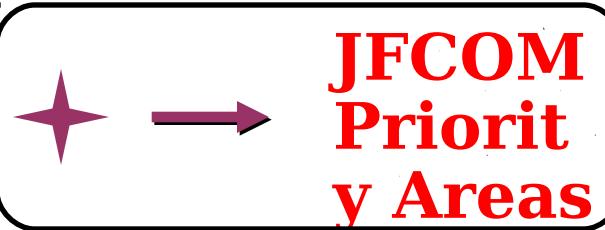
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As stated



U14977-02

21 November 2002

Proposed Top Ten Priorities for Next 6-12 Months

A graphic featuring a white rounded rectangle with a black border. Inside, there is a purple five-pointed star on the left, a purple arrow pointing right, and the text "JFCOM Priority Areas" in large, bold, red capital letters.

JFCOM
Priority
Areas

1. Successfully Pursue the Global War on Terrorism
2. Strengthen Joint Warfighting Capabilities
 - Joint CONOPS to integrate air, land, sea, and ISR assets
 - Translate Joint CONOPS into acquisition strategy
 - Bring Jointness to the lowest level
 - Strengthen joint exercises and joint training
3. Transform the Joint Force
 - Lighter, more agile, easily deployable military units
 - Military culture that rewards innovation and risk-taking
4. Optimize Intelligence Capabilities
5. Improve Force Manning
 - Develop 21st century human resource approach
 - Longer tours, revised career paths, improved language capabilities, etc.
6. New Concepts of Global Engagement
 - Revised Security Assurance and Cooperation and Overseas Presence/Basing
 - Fashion new relationships worldwide, update alliances, build coalition of unequal partners, refocus security cooperation and fashion a more relevant footprint
7. Counter the Proliferation of WMD
8. Homeland Security
 - Define clearly and organize the Department's role in Homeland Security
9. Streamline DoD Processes
 - Shorten PPBS and acquisition cycle time
 - Financial Management Reform
 - Shorten all DoD processes by 50%
10. Improve Interagency Process, Focus and Integration
 - Rationalize NSC and Homeland Security Council
 - Reduce time to respond and create a surge capability

Draft USJFCOM Mission

U.S. Joint Forces Command maximizes the Nation's future and present military capabilities by leading the transformation of joint forces, through *joint concept development and experimentation*, identifying *joint requirements*, advancing *interoperability*, conducting *joint training*, and *providing ready forces and capabilities* - all in support of the Combatant Commands.

USJFCOMTM

Draft USJFCOM Command Vision

A dynamic command that learns from and works with our partners to lead *continuous evolutionary and revolutionary* improvements in U.S. warfighting capabilities to enable continued American success, *including rapid, decisive military action.*

Draft USJFCOM Command Priorities

1. Provide joint forces and capabilities

- DOD #1 - Successfully pursue the GWOT
- DOD #4 - Optimize intelligence capabilities

2. Improve joint warfighting capabilities

- DOD #1 - Successfully pursue the GWOT
- DOD #2 - Strengthen joint warfighting capabilities
- DOD #4 - Optimize intelligence capabilities
- DOD #10 - Improve IA process, focus, and integration

3. Transform the joint force

- DOD #3 - Transform the Joint Force
- DOD #2 - Strengthen joint warfighting capabilities
- DOD #4 - Optimize intelligence capabilities

Four Thumbrules

- **An 80% solution today is better (and cheaper) than a 100% solution tomorrow.**
- **Warfighters know what military problems they face; they may not know which technologies will help them solve these problems**
- **Warfighters know good technology solutions when they see them**

Joint Requirements

